○ = w/ Danny Wayson

CBIS

So - 24

For Next Week

MS - 1	WM - 1	SI - 18
6	- 6	SI - 35
7.	- 12	SI - 34.
MS - 13	- 15	- 51
I - 1	- 16	52
I - 2	MF - 4	PF - 1
4	5	2
8	SP - 1	3
11	- 11	5
22	- 15	10
20	- 19	12
OU - 6	- 26	13
OU - 1	TS - 1	PC - 1
2	- 4	- 4
3	- 13	- 5a, 6
4	- 9	- 9a
5	- 10	SO - 1
7	SI - 1	- 2
10	- 3	- 10
11	4	- 11
13	5	- 12
IS - 1	6	- 13
- 2	7	- 16
- 5	9	- 17
- 6	17	- 23

SO - 53
- 54
- 55
- 61
~~- 73~~
- 76.
- 77
- 71

NS - 1
- 4
- 5
- 6.
- 7
- 8
- 11
- 13
- 14.
- 21
- 23a
- 23b.
- 39.
- 51
- 54a, b
- 55b

VM - 16
- 17
- 19
- 20
- 23
- 24
- 25
- 26
- 27.
- 29.
- 31
- 32
- 33.

CT - 1
2
3.
4.
8
12
15.
22.
24.
27a, b
29.

SC - 1a.
2
3
4
5.
7.
8a, b.
11

MAMAP
Tues
fax Mon.

For Next Week

So - 24

MS - 1	WM - 1	SI - 18
6	-6	SI - 35
7.	-12	SI - 34.
MS - 13	-15	-51
I - 1	-16	52
I - 2	MF - 4	PF - 1
4	5	2
8	SP - 1	3
11	-11	5
22	-15	10
20	-19	12
OU - 6	-26	13
OU - 1	TS - 1	PC - 1
2	-4	-4
3	-13	- 5a, 6
4	-9	- 9a
5	-10	SO - 1
7	SI - 1	-2
10	-3	-10
11	4	-11
13	5	-12
IS - 1	6	-13
-2	7	-16
-5	9	-17
-6	17	-23

SO - 53
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~~- 73~~
- 76.
- 77
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NS - 1
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- 14.
- 21
- 23a
- 23b.
- 39.
- 51
- 54a, b
- 55b

VM - 16
- 17
- 19
- 20
- 23
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- 25
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- 27.
- 29.
- 31
- 32
- 33.
CT - 1
2
3.
4.
8
12
15.
22.
24.
27a, b
29.

SC - 1a.
2
3
4
5.
7.
8a, b.
11

MAMAP
Tues
fax Mon

Information Services Industry Directions

Executive Presentation

MS-1

INPUT

Notes

INPUT

Market Research and Consultancy

Information Services Industry

15 Years in Business

100 Employees

MS-6

INPUT

Notes

INPUT

California, New York, Washington D.C., London, Paris, Tokyo

Primary Research Emphasis

Senior Executives Experienced in Information Services

Forecast from Comprehensive Data Base

INPUT

MS-7

Notes

- Introduction
- Information Systems Trends
- "Outsourcing"
- Information Services Markets
- Competition
- Conclusion

INPUT

MS-13

Notes

Information Systems

I- 1

INPUT

Notes

Fundamental Driving Forces

Key Business Trends:

- Shorter product life cycles
- More customization/specialization
- Narrower market segments
- Higher impact of technology
- More competition from overseas vendors

INPUT

I- 2

Notes

Blocking Factors

- Infrastructure gridlock
- Lack of qualified in-house personnel
- Existing applications portfolio
- Organizational response time

Create opportunities for the information services industry

INPUT

I- 4

Notes

Where's the Productivity?

I- 8

INPUT

Notes

Make vs. Buy

INPUT

I- 11

Notes

Limits to Growth

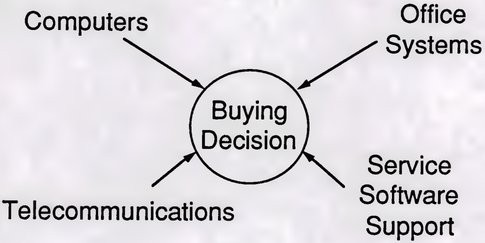
- Absorption rate
  - Implementation
  - Education and training
  - Organization changes
  - Resistance to change
  - Logistics

INPUT

I- 22

Notes

Complexity



INPUT

I- 20

Notes

Outsourcing is the contracting of information systems (IS) functions to external vendors.

INPUT

OU-6

Notes

What is it?

Why is it becoming a major factor?

OU-1

INPUT

Notes

Beyond Products: Service-Based Strategy

HBR March/April 1990

OU-2

INPUT

Notes

Key Findings

- Value added from services
- Technology enhances services
- Services enable competitive differentiation

Source: HBR Article

INPUT

OU-3

Notes

Recommendations

- Focus on core services
- Outsource other activities

Source: HBR Article

INPUT

OU-4

Notes

Outsourcing

- Outsource non-competitive activities
- Outsourcing builds flexibility
- Outsourcing allows focus

Source: HBR Article

INPUT

OU-5

Notes

IS Outsourcing Areas

1. Development
2. Operation and maintenance

INPUT

OU-7

Notes

"Outsourcing" vs. Buying Services

1980s: Services achieved recognition

1990s: Overcome prejudice against buying management services

INPUT

OU-10

Notes

"Outsourcing" vs. Buying Services

- Greater commitment on part of buyer
- "Partnership"
- Responsibility/risk for vendors

INPUT

OU-11

Notes

Outsourcing Vendors

- Approaches differ greatly
- Variety of capabilities needed
- Partnerships/alliances result

INPUT

OU-13

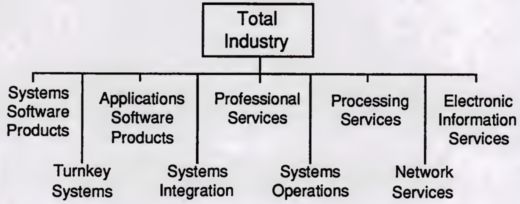
Notes

Information Services Industry Trends

INPUT
MPRE-34

Notes

Information Services Industry Structure



INPUT
MPRE-3

Notes

Information Services Market

- Major Trends
  - Globalization of information services creates market opportunities
  - Vendor consolidation continues
  - Profit opportunities shift from equipment to services, software

INPUT

Notes

Key Trends for the 1990s

- Products & services markets blurring
- Changing market structure
- Internationalization
- Standards
- Vendor consolidation

INPUT
MPRE-35

Notes

Worldwide Markets

INPUT
MPRE-184

Notes

Globalized Information Systems Facilitators

- Telecommunications networks
- Support services
- Standards

INPUT
MPRE-40

Notes

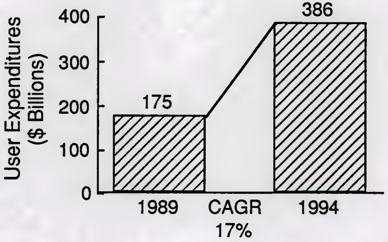
Counter-Trends to Globalization

- Cultural "non-fits"
- Preference for local products and services
- Focus on narrow, niche markets
- National restrictions

INPUT
MPRE-41b

Notes

Worldwide Information Services Market, 1989-1994



INPUT
MPRE-185

Notes

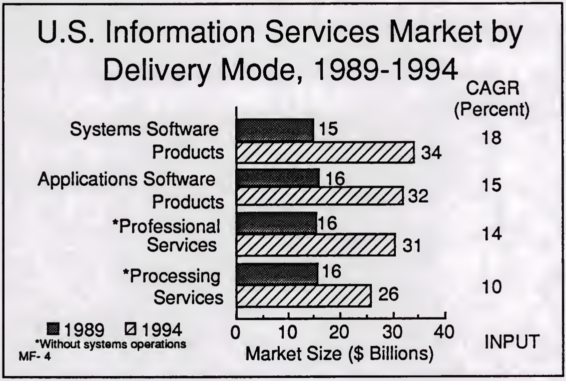
Information Services Market Penetration Worldwide

	Expenditures ($ Billions)	
	1989	1994
Information Systems	840	1,420
Information Services*	170	380
Penetration	20%	27%

* Less electronic information services

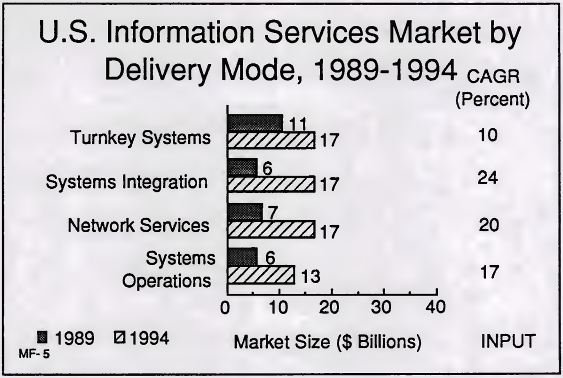
INPUT
MPRE-186

Notes



U.S. Information Services Market by Delivery Mode, 1989-1994
CAGR (Percent)
Systems Software Products
15
34
18
Applications Software Products
16
32
15
*Professional Services
16
31
14
*Processing Services
16
26
10
1989
1994
*Without systems operations
MF- 4
0
10
20
30
40
Market Size ($ Billions)
INPUT

Notes


U.S. Information Services Market by Delivery Mode, 1989-1994
CAGR (Percent)
Turnkey Systems
11
17
10
Systems Integration
6
17
24
Network Services
7
17
20
Systems Operations
6
13
17
0
10
20
30
40
1989
1994
Market Size ($ Billions)
INPUT
MF- 5

Notes

Software Products

INPUT
MPRE-407

Notes

Software Products Market Issues

- Software complexity increasing
- Development resources decreasing
- Product life cycles
- Capital supply constraints
- Redundant software products

INPUT
MPRE-409

Notes

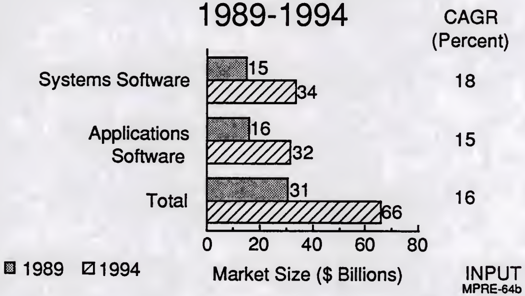
Leading Software Market Trends

- Mergers/acquisitions
- Alliances
- Open systems architectures
- Products and services markets blurring
- Cooperative processing models

INPUT

Notes

U.S. Software Products Market 1989-1994



INPUT
MPRE-64b

Notes

New/Hot Software Areas

- CASE/development tools
- AI—rejuvenated
- Data center management
- UNIX
- Image processing
- DSS/EIS

INPUT

Notes

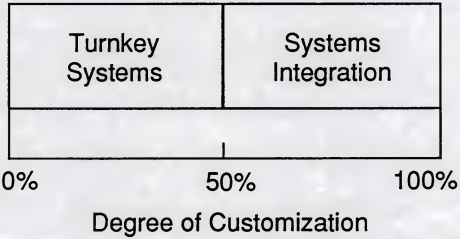
Turnkey Systems/VARs

INPUT
MPRE-71

Notes

TS-1

The Customization Spectrum



INPUT
MPRE-72

Notes

Turnkey Systems Market
Driving Forces

- Distributed solutions
- Customization
- Growth of support services
- Software applications required
- Account control at low end of spectrum

INPUT
MPRE-79

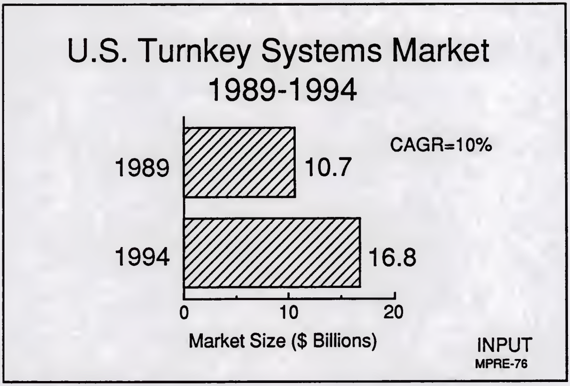
Notes

Turnkey Systems

- Major Trends
  - Declining price discounts from manufacturers
  - Movement into software-only mode by turnkey firms
  - Impact of systems integration at high end of market

INPUT

Notes


U.S. Turnkey Systems Market
1989-1994
CAGR=10%
1989
10.7
1994
16.8
0
10
20
Market Size ($ Billions)
INPUT
MPRE-76

Notes

TS-10

Systems Integration

INPUT

SI- 1

Notes

Systems Integration: Globalized Activity

- Gaining overseas acceptance
- Prime contractors need local subcontractor relationships
- Big players with deep pockets and high visibility required
- Leads to systems operations (facilities management) contracts

SI- 3 INPUT

Notes

Major SI Buyer Issues

- Core business focus
- Competitive demands
- Increasingly complex solutions

SI- 4

INPUT

Notes

Major SI Buyer Issues

- Users becoming buyers
- New technology application
- Unavailable skills

SI- 5

INPUT

Notes

Major SI Vendor Issues

- Consolidations and alliances
- Focus on repeatable solutions
  - Risk reduction
  - Productivity

INPUT

SI- 6

Notes

Major Vendor SI Issues

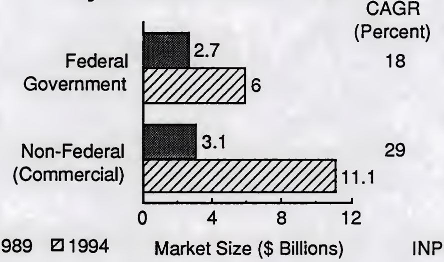
- Full service suppliers
  - "Business change" consulting
  - Systems operation
- Increasing competition
  - Skills
  - Clients

INPUT

SI- 7

Notes

U.S. Systems Integration Market by Sector, 1989-1994



INPUT

SI- 9

Notes

SI Competition Ranked by Vendors

- Commercial
  - Andersen Consulting
  - EDS
  - IBM
  - DEC

By Number of Mentions

SI-17

INPUT

Notes

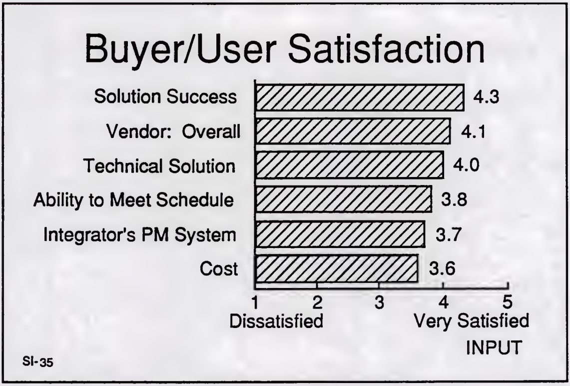
SI Competition Ranked by Vendors

- Federal
  - CSC
  - EDS
  - IBM
  - BCS, PRC (tied)
  - TRW, MMDS (tied)

SI-18 By Number of Mentions

INPUT

Notes


Buyer/User Satisfaction
Solution Success
Vendor: Overall
Technical Solution
Ability to Meet Schedule
Integrator's PM System
Cost
4.3
4.1
4.0
3.8
3.7
3.6
1
2
3
4
5
Dissatisfied
Very Satisfied
INPUT
SI-35

Notes

SI Market Factors

- Demand for connectivity
- Major infrastructure rebuilding
- User management trend
- Application complexity

INPUT

SI-34

Notes

Vendor Challenges

- System integration bidding
  - Costs
  - Skill set
- Product management
  - Managing the user

INPUT

SI-51

Notes

Vendor Challenges

- Risk containment
  - Cost premium
  - Companywide responsibility
  - User benefit

INPUT

SI-52

Notes

Professional Services

PF-1

INPUT

Notes

Professional Services Market Driving Forces

- Changing U.S. workforce
- New hardware, software, and communications products
- Growing application backlog

INPUT

PF-2

Notes

Professional Services Market—Driving Forces

- Lack of IS in-house expertise
- Rising labor costs
- Low-cost market entry
- Systems complexity

INPUT

PF-3

Notes

Professional Services Market Growth Inhibitors

- More capital-intensive business means higher added-value services
- Competiton from:
  - Packaged software products
  - In-house departments or subsidiaries

INPUT

PF-5

Notes

Professional Services Market Inhibitors

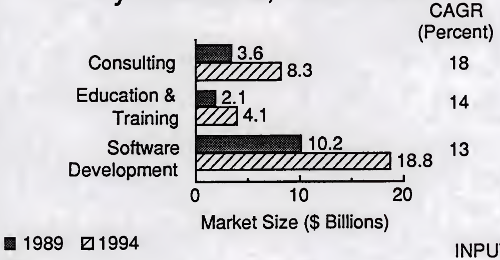
- Lack of 'professional' status
- Lack of qualified personnel
- Investment required for internal education/training
- Unsuccessful projects
- Improved applications software products

INPUT

PF-10

Notes

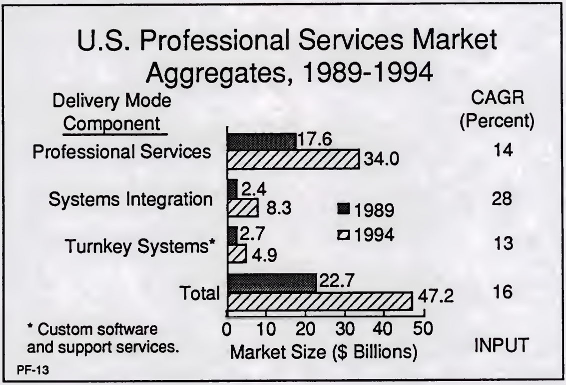
U.S. Professional Services Market by Submode, 1989-1994



PF-12

INPUT

Notes


U.S. Professional Services Market
Aggregates, 1989-1994
Delivery Mode
Component
CAGR
(Percent)
Professional Services
17.6
34.0
14
Systems Integration
2.4
8.3
28
1989
1994
Turnkey Systems*
2.7
4.9
13
Total
22.7
47.2
16
* Custom software
and support services.
0
10
20
30
40
50
Market Size ($ Billions)
INPUT
PF-13

Notes

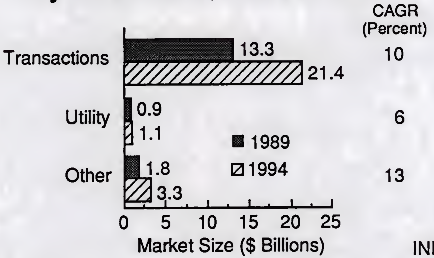
Processing Services

PC-1

INPUT

Notes

U.S. Processing Services Market by Submode, 1989-1994



INPUT

PC-4

Notes

Transaction Processing

- Major Trends
  - Continuing trend for users "outsourcing"
  - Customer inertia
  - Vendor ability to deliver proven results quickly

INPUT

PC-5a

Notes

Transaction Processing

- Major Trends
  - Strong vendor positions in specific niches
  - Continual improvement in workstation/PC price performance

INPUT

PC-5b

Notes

Vendor Activity

- ADP
  - Continuing profit/revenue improvements
  - Buying and selling businesses
  - Focusing on basic markets

PC-9a

INPUT

Notes

Systems Operations

INPUT

SO- 1

Notes

"Old"
Facilities Management

- Focus on computer operations

"New"

Systems Operations

- Development, planning, control, operations

INPUT

SO- 2

Notes

Systems Operations Driving Forces

- Increasing complexity of operations
- Scarcity and expense of required talents
- Costs and problems of systems upgrades
- Service level requirements
- Backup requirements

INPUT

SO-10

Notes

Systems Operations Driving Forces

- Systems integration creates opportunities
- Reduction of costs through sharing
  - People
  - Software
  - Computer systems
  - Networks

INPUT

SO-11

Notes

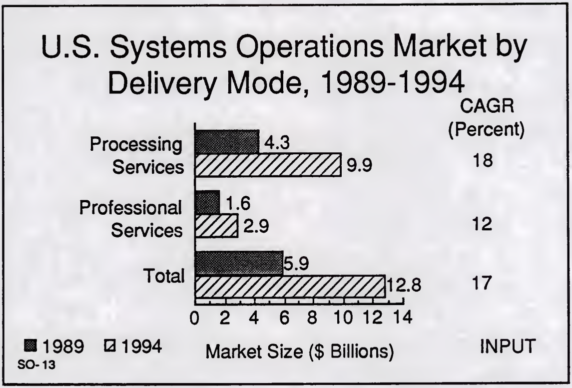
Systems Operations and Competitive Advantage

- Operations advantages hard to achieve
- Avoidance of operations disadvantages imperative
- Advantage/disadvantage comes from applications

INPUT

SO-12

Notes


U.S. Systems Operations Market by Delivery Mode, 1989-1994
CAGR (Percent)
Processing Services
4.3
9.9
18
Professional Services
1.6
2.9
12
Total
5.9
12.8
17
0 2 4 6 8 10 12 14
1989
1994
Market Size ($ Billions)
INPUT
SO-13

Notes

Trends in Systems Operations

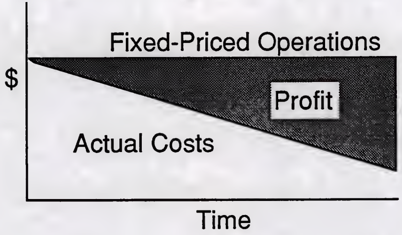
- Network management contracts
- Development and operations in agreements
- Shared resources approach
- Mixed hardware offerings
- Vertical market focus

INPUT

SO-16

Notes

Systems Operations Efficiency Yields Profits



INPUT

SO-17

Notes

U.S. Systems Operations Growth Perspectives

	Growth Rates (Percent)
Vendors' View:	
Commercial	21
Federal	12
INPUT Forecast:	
Commercial	17
Federal	15

INPUT

SO-23

Notes

Industry Margins
Vendors' View

	Profit Margins (Percent)
Commercial	15
Federal	9

INPUT

SO-24

Notes

SO - 53
- 54
- 55
- 61
~~73~~
- 76.
- 77
- 71

* NS - 1
- 4
- 5
- 6.
- 7
- 8
- 11
- 13
- 14.
- 21
- 23a
- 23b.
- 39.
- 51
- 54a, b
- 55b

* VM - 16
- 17
- 19
- 20
- 23
- 24
- 25
- 26
- 27.
- 29.
- 31
- 32
- 33.

CT - 1
2
3.
4.
8
12
15.
22.
24.
27a, b
29.

SC - 1a.
2
3
4
5.
7.
8a, b.
11

MAMAP
Tues
fax Mo

Who is the SO Buyer?

- Varies greatly—dependent on prospect
- Individual more than team
- Customized marketing required

INPUT

SO-53

Notes

What is the SO Buyer Looking For?

- Depends on the prospect
- Requires customized marketing

INPUT

SO-54

Notes

What are the SO Buyer's Key Motivators?

- Most often, solving a problem
- Reducing risk and time often important
- Scarcity of people

INPUT

SO-55

Notes

Platform Systems Operations

Prospect View of System Utility Relationship

- "Technology" rather than "application" solution
- View could be:
  - Short-term, solve a problem
  - Long-term, provide basic architecture

INPUT

SO-61

Notes

Perceived SO Inhibitors

- Cost
- Employee loyalty
- Vendor employee turnover
- Loss of control
- Acceptance by user community

INPUT

SO-76

Notes

SO Vendor Issues

- Account control
- Potential conflicts of interest
- Profit maximization vs. performance

INPUT

SO-77

Notes

Conclusions

- Economic factors will continue to create user demand for systems operations
- Commercial sector is most attractive
- Profits through productivity and technology leverage

INPUT

SO-71

Notes

Network Services

INPUT
MPRE-127

Notes

Network/Electronic Information Services Market—Driving Forces

- Business need for rapidly available electronic information
- RBOC entry
- Network management services
- Voice information services
- Transaction "electronification"

INPUT
MPRE-131

Notes

Network/Electronic Information Services Market—Driving Forces

- PC population
- Consumer information services
- ISDN
- EDI popularity
- Wide-area networking

INPUT
MPRE-404

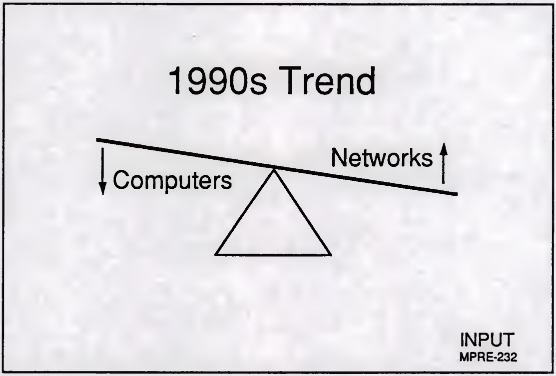
Notes

Network/Electronic Information Services Market—Inhibiting Forces

- Data overload
- CD/ROM as alternative
- Profitability questions

INPUT
MPRE-405

Notes



Notes

1990 Trend

- Network = Power

  Consummable

  Embedded storage, processing, software

- Computer = Device

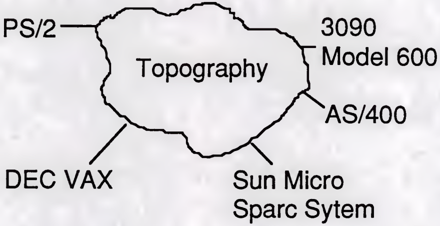
  Discrete replacement

  Embedded communications link

INPUT
MPRE-233

Notes

Network 1990



INPUT
MPRE-235

Notes

The Network Will Become the System

- Implications for users
  - Nodes are almost equal in power
  - Telecommunications skills are vital
  - IS management at many nodes
  - More complex systems design

INPUT
MPRE-377

Notes

Network Environment

Intelligent Workstation =

Window to Information Services

- Local
- Distributed
- Central
- External

INPUT
MPRE-12

Notes

Network Services Issues

- ISDN service availability
- Rapid technology change
- Lack of standards
- Domestic regulations
- International regulations
- Investment costs

INPUT
MPRE-216

Notes

Electronic Mail Services

- Major Trends
  - Aerospace, petroleum industry use of X.400
  - Facsimile as competitor
  - Growth of in-house E-mail networks

INPUT

Notes

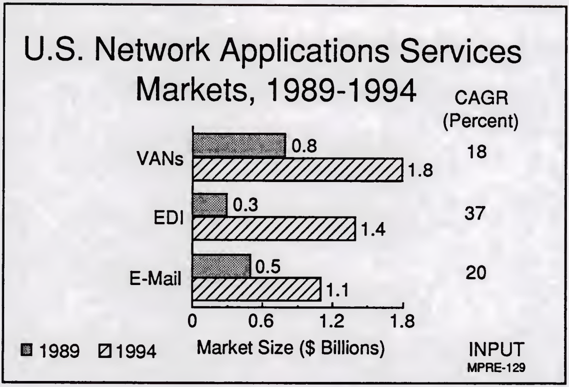
NS-23a

Electronic Mail Services

- Major Trends
  - Voicemail as alternative
  - Corporate controls on communications expense
  - Current lack of inter-company directory; X.500 will remedy

INPUT

Notes



U.S. Network Applications Services
Markets, 1989-1994
CAGR
(Percent)
VANs
0.8
1.8
18
EDI
0.3
1.4
37
E-Mail
0.5
1.1
20
0
0.6
1.2
1.8
1989
1994
Market Size ($ Billions)
INPUT
MPRE-129

Notes

Trends In Electronic Mail

- Implementation of X.400 standard
- Conformance tests
- Intercorporate E-mail
- Entry of RBOCs
- PC/WS E-mail growth

INPUT

Notes

Electronic Information Services (Data Bases) Markets

- Major Trends
  - Proliferation of PCs, modems
  - Consumer information services
  - Immediacy of business information needs

INPUT

Notes

NS-54a

Electronic Information Services (Data Bases) Markets

- Major Trends
  - Improved access to large numbers of data bases
  - AT&T's recent authorization to compete

INPUT

Notes

NS-54b

Electronic Information Services (Data Bases) Markets

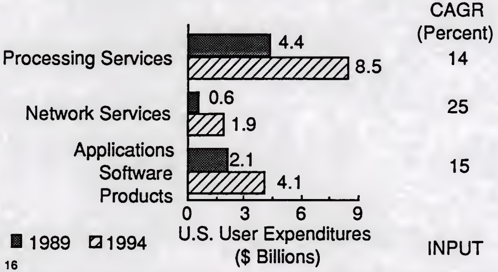
- Major Trends
  - Possible data saturation
  - CD/ROM, FM broadcast, X.25 TV as alternatives
  - Declining growth rate of new business users

INPUT

Notes

NS-55b

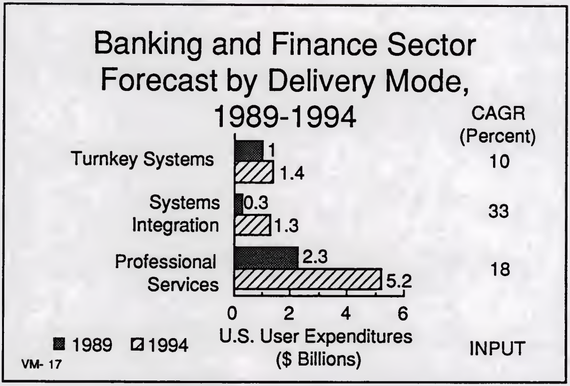
Banking and Finance Sector Forecast by Delivery Mode, 1989-1994



INPUT

VM- 16

Notes


Banking and Finance Sector
Forecast by Delivery Mode,
1989-1994
CAGR
(Percent)
Turnkey Systems
1
1.4
10
Systems
Integration
0.3
1.3
33
Professional
Services
2.3
5.2
18
0
2
4
6
1989
1994
U.S. User Expenditures
($ Billions)
INPUT
VM- 17

Notes

Banking/Finance Industry Trends—Examples

Changing Outlook for Individual Products/Services

- Product creation/evolution proceeding at more rapid pace
- 24 hour/automated trading systems
- Increased demand for electronic information services

INPUT

VM- 19

Notes

Banking/Finance Industry Trends—Vendor Impact

Extension into Multiple Lines of Business

- Good for consulting, systems integration
- Mixed for software, processing services, turnkey

INPUT

VM- 20

Notes

State and Local Government Driving Forces

- Need for new programs and services
- More reliance on information
- Budget pressures
- Expanding wealth of technology
- "Unique" applications

INPUT

VM- 23

Notes

State and Local Government Driving Forces

- Changes in information systems organization
- Lack of internal staff expertise
- Reliance on information services vendors

INPUT

VM- 24

Notes

Issues for IS Departments

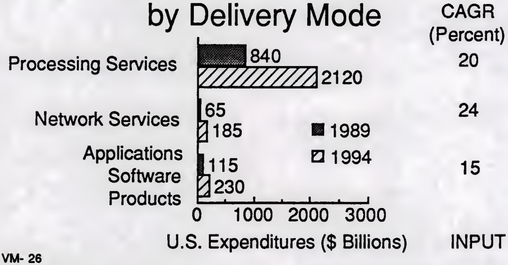
- Rising expectations of key users and officials
- User demands for more complex solutions
- Planning for changes in technology
- Productivity and backlogs
- Integration of data/technology applications
- Budgeting and funding

INPUT

VM- 25

Notes

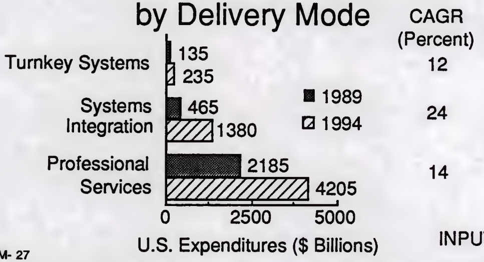
State and Local Government Sector Information Services Expenditures by Delivery Mode



VM- 26

Notes

State and Local Government Sector Information Services Expenditures by Delivery Mode



VM- 27

INPUT

Notes

Federal Government Sector Issues

- 'Peace dividend'
- Cost containment
- Acquisition reforms
- Budget deficit control measures

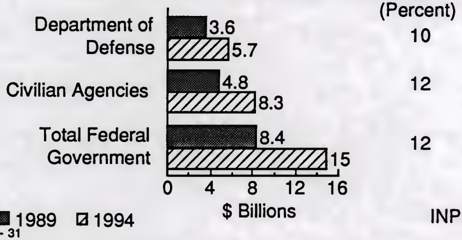
INPUT

VM- 29

Notes

Federal Government Sector Market Forecast

1989-1994 (Calendar Year)



VM- 31

INPUT

Notes

Federal Government Sector Driving Forces

- Rising service demands
- Equipment obsolescence
- High maintenance costs
- End-user computing needs

INPUT

VM- 32

Notes

Federal Government Sector Driving Forces

- Connectivity requirements
- Improved security/privacy demands
- Presidential priority programs

INPUT

VM- 33

Notes

Competitive Trends

INPUT

CT-1

Notes

Vendor Activities Demonstrate 1990s Trends

- Andersen Consulting
- Computer Associates
- Computer Sciences
- Electronic Data Systems

INPUT

CT-2

Notes

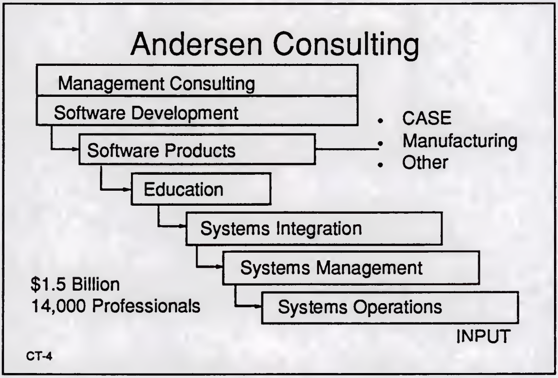
Vendor Activities Demonstrate 1990s Trends

- Microsoft
- Oracle
- Digital Equipment
- IBM
- Japanese vendors

INPUT

CT-3

Notes


Andersen Consulting
Management Consulting
Software Development
Software Products
• CASE
• Manufacturing
• Other
Education
Systems Integration
Systems Management
Systems Operations
$1.5 Billion
14,000 Professionals
INPUT
CT-4

Notes

Computer Sciences Corp

- Continues strong in federal markets
  - Primarily professional services/SI
- Resurgent interest in commercial markets
  - Health and insurance
  - Tax and credit
  - Professional services/SI

INPUT

CT-8

Notes

EDS

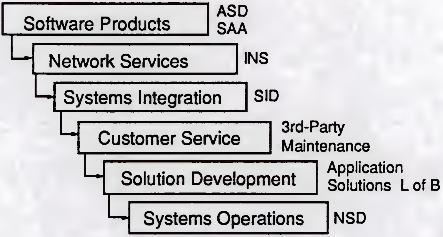
- Industry leader in systems operations
- Aiming for very large accounts
- Industry-oriented
  - Finance
  - Insurance
  - State and local government
  - Banking

INPUT

CT-12

Notes

IBM

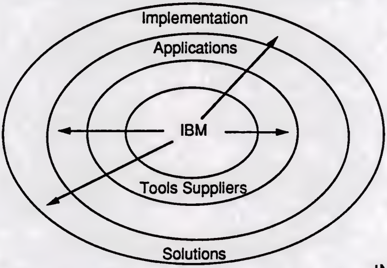


INPUT

CT-15

Notes

IBM Investment Strategy

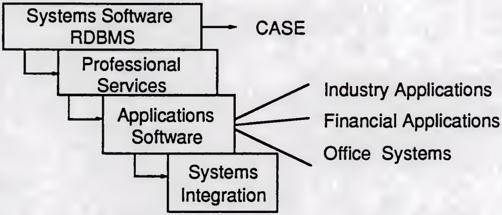


CT-22

INPUT

Notes

Oracle



CT-24

INPUT

Notes

European Companies

- CAP Gemini Sogetti (CAP-SESA) is parent of CAP GEMINI AMERICA (CGA)
  - Close to $1 billion in 1989
  - Focus on professional services

INPUT

CT-27a

Notes

European Companies

- Aggressive acquirer
- Will not attack operations market directly
  - Provide support services
  - Emphasizes development market

INPUT

CT-27b

Notes

Japanese Vendors

- Large companies already exist
- Close scrutiny of U.S., European markets
- Cautious approach to investment
- Alliances likely to come first
- Entering markets with Japanese clients
- Usually part of corporate family
- Attacking secondary markets

INPUT

CT-29

Notes

Summary and Conclusions

INPUT

SC-1a

Notes

Environment for Information Services in Year 2000

- Worldwide network infrastructure in place (ISDN)
  - Voice
  - Data
  - Text
  - Graphics

INPUT

SC-2

Notes

Environment for Information Services in Year 2000

- Simultaneous language translation/transmission
- Active home/consumer use of videotex, data base access

INPUT

SC-3

Notes

Environment for Information Services in Year 2000

- Image processing is routine
- Portable, desktop computers used by all professional/clerical/ managerial workers
- Standards in place for OS, graphical interfaces

INPUT

SC-4

Notes

Environment for Information Services in Year 2000

- Fewer hardware vendors
- Solutions delivered, not products
- Software customized by nonprogrammers

INPUT

SC-5

Notes

Conclusions

- Shorter lifecycle calls for fast response
- People skills/retention are key
- Internationalism to increase
- Technology creates opportunities

INPUT

SC-7

Notes

Conclusions

- Services (people) will be the key
  - Recruiting
  - Motivation
  - Compensation
  - Training
- Targeted, disciplined marketing
- Have platforms that serve all markets
- Develop 'critical mass' in target markets
- Seek leverage from standards

INPUT

SC-8a

Notes

Conclusions

- Double-digit annual growth for all vendors
- no longer "automatic"
- Worldwide markets offer real opportunities

INPUT

SC-8b

Notes

Opportunity for 1990s

- Attack in-house budgets
- Opportunity $75-100 billion/year in U.S.

INPUT

SC-11

Notes